DOCUMENT RESUME

ED 236 956 HE 016 302

AUTHOR Magarrell, Jack
TITLE New England College Tries to Adjust to Fewer Students, Teachers, and Dollars.
PUB DATE 7 Sep 83
NOTE 3p.
PUB TYPE Journal Articles (080) -- Reports - Descriptive (141)
JOURNAL CIT Chronicle of Higher Education; v27 n2 p13 Sep 7 1983

EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS *Change Strategies; College Planning; Coping; *Declining Enrollment; Enrollment Projections; Higher Education; *Long Range Planning; Organizational Change; *Private Colleges; Program Descriptions; *Small Colleges
IDENTIFIERS New England College NH; PF Project

ABSTRACT

Faced with an enrollment decline of 36 percent in the last three years, New England College (New Hampshire) has developed a long-range plan for making itself smaller. Changes which are being made include: (1) reducing the number of faculty; (2) reducing the amount of student housing; (3) adding another person to the fundraising staff; (4) offering a major in computer science; (5) introducing an engineering program on the British campus; (6) adjusting the school year; (7) eliminating the music and folklore academic programs; and (8) focusing on energy conservation. (DC)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

MARTHA E. DUDROW

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

U.S. DEPARTMENT OF EDUCATION
NATIONAL INSTITUTE OF EDUCATION
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☐ This document has been reproduced as received from the person or organization originating it.

☒ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official NIE position or policy.

ED236956

Chronicle of Higher Education; v27 n2 p13

September 7, 1983

New England College Tries to Adjust to Fewer Students, Teachers, and Dollars

HENNIKER, N.H.

Students returning to New England College here this fall will find it a smaller institution than the one they left last spring.

► Fewer students: The expected total of 1,146 represents an enrollment loss of 36 per cent in three years.

► Fewer faculty members: 13 of last year's 94 full-time, tenure-track faculty jobs have been eliminated.

► Less student housing: The number of student residence houses has been reduced to 5 from 11.

► A smaller budget: The college plans to spend $10.7-million in 1983-84, compared with the previous year's $11.1-million.

As a four-year, private, liberal-arts college in a rural location, New England College is in the institutional category widely considered most vulnerable to the economic and enrollment stresses of the 1980's.

Founded in 1946, it is carrying out a long-range plan for making itself smaller, to match an expected decline of enrollment to 860 students by the fall of 1992.

"No one likes to plan to get smaller," says Thomas J. Fencil, the college's director of institutional advancement, but he is optimistic.

"One of the reasons for doing long-range planning is to make the adjustments to do better," he says. "All of our projections are based on business as usual, but it is not our intention to continue business as usual."

Adjustments Made

Among the steps already taken to cope with the predicted decline in enrollment:

► The college has decided to add a third person to its professional fund-raising staff. Mr. Fencil said the new person was expected to increase the revenue from annual giving by two or three times the amount of his or her salary and operating expenses. The increase in the development staff also will prepare the way for a probable decision to launch a major fund-raising campaign in two or three years, he said.

► The faculty has voted to offer a major in computer science. Computer facilities have been expanded. Students graduating in business will be required to be familiar with the use of computers.

► The college is introducing an engineering program on its British campus, at Arundel, and is investing in a new chemistry laboratory and drafting studio there. That should help in recruiting students from Europe and the Middle East, who after a year at the British campus will transfer to Henniker, Mr. Fencil says. The British campus, opened in 1971, this fall accounts for 255 of the college's total enrollment of 1,146.

Enrollment Peak in 1980

Planning for the future got serious at New England College in the fall of 1981, when its enrollment started dropping. After reaching a peak of 1,515 in the fall of 1980, enrollment during the next two years declined at a faster rate than the general decline in the 18-year-old population group. The total last fall, including those on the British campus, was 1,270.

Enrollment is directly tied to the college's financial survival. The institution gets 92 per cent of its money from student payments for tuition, board, and room.

Eventually the college hopes to have enough alumni, earning enough money, to provide help with its support, but so far there are only about 4,000 of them, and half have been out of college for fewer then seven years.

For students on the New Hampshire campus this fall, tuition is $6,190, and room and board will cost $2,830, an increase of 4.7 per cent over last year's. Students on the British campus pay the same tuition, but room and board are more expensive—$3,650 for the current year.

While the number of students at New England College was shrinking, the size of its staff was not. The student-faculty ratio, which traditionally had been held at about 15 to 1, dropped last fall to 12 to 1, which, Mr. Fencil says, "was not an economical ratio for us."

Faculty Increases Workload

The long-range planning committee's recommendation that the student-faculty ratio be established at 14 to 1 was approved by the faculty as well as the college trustees, Mr. Fencil says, and that ratio has been achieved this fall.

The faculty also voted to increase the workload of its members from six courses a year to eight, eliminate the short January term, and increase the length of the two regular semesters from 13½ to 15 weeks.

In reducing the number of regular full-time faculty members to 81 from 94, the college laid off five people, two of whom had tenure, under re-

HE016302

V 27 n2

trenchment policies. Contracts of two faculty members were not renewed. Three switched to administrative jobs at the college, two left at the normal retirement age of 70, and one took early retirement.

Two academic programs, music and folklore, were discontinued. The college had not offered majors in either subject.

Student Housing Converted

The college owns 11 frame houses of typical New England style, which have provided a popular form of student housing, with 10 or 12 occupying each building.

Three of those buildings have been converted to faculty offices, and two others are to be sold.

Besides adjusting student housing to the declining enrollment, Mr. Fencil says, the college wants to maintain a high occupancy rate in its six larger, brick dormitories, on which it has federally guaranteed loans that must be paid off from rental income.

Further, the frame residences are among the college's least energy-efficient.

The houses converted to faculty offices will not have to be heated at night, Mr. Fencil notes, and one of the larger ones that will continue as student housing will be renovated to save energy.

The college this year installed a computerized energy-management system that is guaranteed to pay for itself within two years, Mr. Fencil says. —JACK MAGARRELL

NEW ENGLAND COLLEGE

Three frame houses formerly used as student residences, including Sanborn Hall, above, have been converted to faculty offices to adjust to smaller enrollment at New England College.